

TOWN CENTRE I REDEVELOPMENT PROJECT AREA

Five Year Implementation Plan for Years 2000 - 2004

INTRODUCTION

The Five Year Implementation Plan for the Town Centre Redevelopment Project is adopted to meet the requirements of Section 33490 of the Health and Safety Code. The plan is a flexible policy document and not a limitation on the Agency activities in this project area over the coming five years.

BACKGROUND

The Town Centre I Redevelopment Project Area was formed in 1976 in order to eliminate conditions of blight which were impacting the economic and physical viability of the Project Area. The Town Centre Redevelopment Project Area encompasses 138.54 acres and is Chula Vista's historic downtown. Third Avenue is the Project Area's central north-south circulation spine. E Street bounds the site in the north and I Street is the Project's southern boundary. The east-west boundaries vary, extending to Fourth Avenue at its farthest point west and to Del Mar Avenue at its farthest point east.

The Town Centre is urbanized and developed with a mixture of public and private land uses including the San Diego South County Superior and Municipal Court Complex, Norman Park Senior Center, and Memorial Park as well as a variety of commercial offices, retail and service commercial uses, and residential units.

The Redevelopment Plan is an extended 40 year plan and its term of effectiveness will end in July 2016. Financial limitations have been established for the project area as follows: The Agency cannot incur debt beyond January 1, 2004. The amount of bonded indebtedness to be repaid in whole or in part with tax revenues cannot exceed \$20,000,000 at any one time. The maximum amount of tax revenue which may be allocated to the Agency over the life of the Project Area is \$84 million. The \$84 million can be used for debt service or bonded indebtedness, in addition to operating expenses and affordable housing set aside.

The implementation plan is intended to be a flexible policy document to guide Agency activities over the next five years (years 2000 through 2004), and is not intended to represent a limitation on Agency activities. The programs/projects included in the Implementation Plan are those priority programs anticipated to be implemented during the next five years, however, they are not all of the programs/projects necessary to eliminate blight in the project area.

The Town Centre Redevelopment Project Area boundaries are described on the attached map (Exhibit A). Also, a Summary of Redevelopment Program Influence on Blight is included as Table 1 and a Project Area Profile is included as Table 2.

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BLIGHTING CONDITIONS

PRE-PLAN CONDITIONS

The Town Centre I Redevelopment Plan identifies the following blighting conditions in the project area:

- + The under-utilization and mixed character of land in and adjacent to the project area.
- + The prevalence of small lots which are inadequate for large scale development and restrict the expansion of existing and compatible uses.
- + The design limitations in the basic layout and platting, the clutter of utility lines and signs, and an inadequate traffic circulation system.
- + The obsolescence, structural inadequacy, lack of architectural unity, and deterioration of buildings within the area.
- + The general decline and shifting nature of commercial activity within the area.
- + The inadequate governmental revenue generation (property and sales tax) and an increasing need for public services within the area.

PROGRESS IN ELIMINATING BLIGHTING CONDITIONS

Since the adoption of the Redevelopment Plan in 1976, the Redevelopment Agency has worked to eliminate identified blighting conditions through the following efforts:

- + Since the inception of the Town Centre I Project, over \$100 million of combined private and public development dollars have been invested within the Town Centre I Project Area and have contributed toward the area's economic growth and physical improvement.
- + The Redevelopment Agency has participated in the following major new development projects that have been completed in the Town Centre I area over the past fifteen years. (Participation includes certificates of participation, acquisition and consolidation of properties, financial assistance, expeditious development plan processing etc.):
 - ≡ The Park Plaza consisting of 59,000 sq. ft. commercial center, 98 residential condominiums and 94 rental apartments, a six-plex movie theater, three freestanding restaurants and a freestanding office building.
 - ≡ The County of San Diego's South Bay Regional Center which houses Municipal and Superior courts and associated county offices that serve the

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South Bay.

- ≡ Sharp Rees-Stealy medical building
- ≡ The Park Square II and the Adma commercial/residential mixed use projects.
- ≡ Third Avenue public street and sidewalk improvements including landscaping and associated amenities.
- ≡ Development of new and redevelopment of older public parking lots.
- ≡ A 700 space public parking structure in the Park Plaza.
- ≡ The renovation of Memorial Park and the construction of the Norman Park Senior Center.
- ≡ Preparation of the 1993 Downtown Market Study to analyze the economic potential of the Town Centre Redevelopment Project.
- ≡ Various small to medium remodeling and new construction projects completed by the private sector throughout the project area.
- ≡ Acquisition of 2.4 acres of property at Third Avenue and Alvarado Street and .5 acres of property at H Street and Third Avenue.

EXISTING BLIGHTING CONDITIONS

Despite the Redevelopment Agency's efforts, certain blighting conditions remain as listed below:

- + Obsolete and substandard commercial buildings located within the project area.
- + Inadequate and substandard public parking facilities.
- + Undersized waterlines and other utilities in areas transitioning to higher density development.
- + Small parcel/dysfunctional lot configuration with multi-ownerships hindering consolidation for effective development.
- + Commercial rental and lease rates below average Citywide rates.
- + The average commercial parcel is assessed at a ratio of 35% land to 65% improvements demonstrating a somewhat underdeveloped commercial density.

SPECIFIC GOALS AND OBJECTIVES FOR THE PROJECT AREA

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|| To further eliminate blighting conditions described above, the following goal and objectives have been established in the Town Centre I Redevelopment Plan:

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GOAL

The goal of the Town Centre Redevelopment Project is to revitalize the Town Centre area as the commercial-civic focus of the City.

OBJECTIVES

- + Eliminate blighting influences, including incompatible and noxious land uses, obsolete structures and inadequate parking facilities.
- + Eliminate environmental deficiencies including, among others, small and irregular lot and block subdivisions, several poorly planned streets, and economic and social deficiencies.
- + The strengthening of the mercantile posture of Town Centre and the improvement of retail trade therein.
- + The renewal of Town Centre's physical plant and the improvement of its land use patterns and spatial relationships.
- + The retention and expansion of viable land uses, commercial enterprises, and public facilities within the area.
- + The attraction of capital and new business enterprises to the core area.
- + The comprehensive beautification of the area, including its buildings, open space, streetscape, and street furniture.
- + The encouragement of multi-family, middle-income residential units in and near the core area.
- + The possible accommodation of future local and regional mass transit and related facilities; improvement of off-street parking areas and provision for a mini-transit intra-project system.
- + The establishment of design standards to assure desirable site design and environmental quality.
- + The reorientation of the people of Chula Vista to their core area, and the resultant promotion of sense of "townness" (townness is a unique feeling spawned by an emotional relationship between people and their city. This feeling is founded upon a sense of belonging. When the people feel that they belong to their city and that their city belongs to them, a state of townness exists).

PROGRAMS, PROJECTS AND EXPENDITURES PROPOSED FOR THE NEXT FIVE YEARS

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Major programs proposed over the next five years and estimated total expenditures are described below.

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Specific projects may be listed under each program. These serve as examples of projects which may be undertaken by the Agency. However, other projects which meet the program requirements may also be pursued. The costs described are based upon anticipated tax increment cash flow over the next five years net of debt service and administrative costs.

H STREET/THIRD AVENUE

Consolidation of small parcels and coordination of the redevelopment of under-utilized properties in the vicinity of the South Bay Regional Center.

Agency Owned Property

The Agency currently owns approximately .5 acres (4 small lots) of property located at the northwest corner of Third Avenue and H Street. These parcels will be consolidated and cleared for redevelopment with higher intensity land uses. Adjacent property owners will be encouraged to participate in the Agency's project.

Private Small Parcels

Several small parcels located along Third Avenue in the vicinity of H Street are developed with residential units that have been converted to commercial offices. Redevelopment of these units will be encouraged.

Staff time and consultant costs over the next five years are estimated at \$149,700 for Agency owned property and \$33,600 for private small parcels. Redevelopment incentive and assistance dollars will vary depending on the value of development proposed and resulting tax increment projected to be generated by individual projects.

LEADER BUILDING SITE REDEVELOPMENT

The Leader Building located at 221 Third Avenue has been vacant for a number of years. The owner of the property also owns an adjacent vacant building and parking lot. The total land area is about .5 acres.

The Redevelopment Agency, with the cooperation of the property owner, published a Request for Proposal for the redevelopment of the .5 acre site. It is anticipated that plans for the redevelopment of the property will be processed through the Agency during 2000 and 2001.

It is estimated that approximately \$50,000 is needed to bring the Leader Building up to Building Code Standard and about \$150,000 will be needed to update the

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building.

Staff time, consultant services, and development assistance are estimated to be \$91,300 for the next five years.

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BUSINESS RECRUITMENT AND MARKETING

By the early 1990's the Town Centre I Redevelopment Project reached a development plateau and the business environment stabilized at that time. Recently, the area has experienced an increase in commercial vacancies. To prevent the continuation of a downward trend and to renew the vitality of the Downtown, the Redevelopment Agency published a Request for Proposal for Business Recruitment Services.

It is anticipated that a business recruitment program will be in place during year 2000. Marketing tools (such as brochures etc.) may be necessary to be developed to complete the recruitment effort.

Staff time, consultant services, and marketing tools are estimated at \$110,000 for the next five years.

UPDATE EXTERIOR DESIGN GUIDELINES AND ESTABLISH A FAÇADE IMPROVEMENT PROGRAM

Design Guidelines

The Design Manual for the Town Centre Redevelopment Project was prepared in 1976 and was amended once in 1980. Design guidelines for the exterior appearance of the Downtown Business District are in need of updating. A juried design competition is planned to stimulate creative solutions to existing design issues. It is the goal of the competition to improve and authenticate the existing eclectic architectural form present in the Downtown without losing the "Sense of Place" that is currently provided by that substructure.

Approximately \$10,000 is anticipated for staff-time and \$25,000 for consultant services and printing.

Façade Program

To implement the new design guidelines, the development and implementation of a Façade Improvement Program in the Downtown area is planned to encourage renovation and upgrading of existing buildings to eliminate obsolete and substandard exterior structural forms.

Staff time for the next five years is estimated to be \$20,000. Funding for the matching fund program is estimated to be \$75,000/year for four years totaling \$300,000.

COMMERCIAL REHABILITATION LOAN PROGRAM

A commercial rehabilitation loan program will be developed to serve as an

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incentive for tenants to upgrade or expand their businesses within the Town Centre I. The program is anticipated to target existing and new businesses that would be beneficial to the redevelopment effort and assist in achieving the Redevelopment Project goals and objectives and the Downtown Vision. A multi-tier program is envisioned with maximum loan limits for each tier and the business owner would be required to match a percentage of the loan.

Staff time for the next five years is estimated to be \$20,000. Funding to support the loan program is estimated to be \$150,000 through year 2004.

E STREET ENTRYWAY

The Redevelopment Agency has approved the concept of creating a defined entrance to the Third Avenue Downtown area. The northern entryway at E Street was selected and will require alteration of Third Avenue south of E Street. An island(s) for installation of a distinct feature related to Downtown is planned to be installed. A design competition is planned to develop a creative entry statement that will invite through traffic on E Street into the Downtown area. Grant money is being investigated to supplement Agency funding.

Staff time to complete the street alterations and conduct the design competition, consultant services, and cost to construct the entry statement are estimated at \$90,000 to \$120,000.

DOWNTOWN BUSINESS ASSOCIATION/PROMOTIONS

Agency staff will continue to guide and assist the local merchant's association, (Downtown Business Association) DBA, in implementing the Main Street Program concept of managing the commercial downtown area to strengthen and support the economic viability of the Chula Vista Downtown. The Downtown Business Association will endeavor to develop and coordinate major promotional events to attract local residents and to establish an expanded customer base by drawing residents from the sub-region.

The Downtown Business Association organizes and administers promotional events and implements strategies to increase and maintain a healthy customer base, and develops relationships among the business owners. Agency staff will work with the Downtown Business Association to provide business education opportunities and development of financial resources for the benefit of the Town Centre redevelopment effort including investigation of alternative business improvement organizational structures such as a property based B.I.D.

Staff time, consultants' fees, and promotional assistance for the next five years is estimated to be \$235,000.

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JOINT PUBLIC/PRIVATE PROGRAMS

The Redevelopment Agency anticipates joint public/private programs such as: 1) a demonstration exterior renovation project, 2) Downtown banner project, 3) redevelopment of private properties such as those located at the corners of E Street/Third Avenue, and 4) a moderate income residential project. Other similar type projects that will have joint public and private participation that will benefit the Project Area both physically and economically will be considered for implementation. Costs for these types of activities would vary depending on the extent of the effort and degree of Agency participation.

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Staff and consultant costs at this time are estimated to be \$100,000 with additional costs for project implementation.

PUBLIC PARKING FACILITIES

Upgrade inadequate and substandard public parking facilities by adding and improving night lighting and installing landscaping to create a safe and inviting environment for Downtown patrons. Acquisition of additional land to create adequate public parking facilities for the Project Area may be required.

The Downtown Parking District is located within the Town Centre Redevelopment Project Area. Currently, the District includes approximately 1000 public parking spaces. About half of those spaces are located within public parking lots. Several of the existing parking lots (lots 1,3,4,5,6 and 7) are older and have limited lighting and landscaping. These substandard facilities need to be upgraded within the next five years to improve the business environment of the Downtown commercial area. The cost most likely will be shared by the Parking District and in-lieu parking fund with assistance or loans from the Redevelopment Agency.

In addition to parking improvements, an analysis of the Parking District, meters, and alternative ways to operate the District will be conducted. Alternatives to resolve current parking issues will be presented to the public, the local business association and the Council/Agency.

Staff time and consultant services for the next five years are estimated to be \$32,000, and costs of upgrading parking lots within the next five years is estimated at \$600,000.

CAPITAL IMPROVEMENTS

Identification, plan development, and implementation of capital improvements where public facilities, including utility services, are undersized or substandard for areas transitioning to more intensive land use development.

As capital projects are identified and become necessary to implement the Plan's goals and objectives they will be introduced with cost estimates to the City/Agency.

SOUTH BAY REGIONAL CENTER

The County of San Diego prepared a revised master plan for the South Bay Regional Center located in the Town Centre I Redevelopment Project Area. The plan now includes the development of a new court building and parking structure on the existing site at the southwest corner of Third Avenue and H Street. The new facilities are planned to accommodate almost 100,000 sq. ft. of office and courtroom space and 790 parking spaces by the year 2017.

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The total project cost estimate is approximately \$81 million. County funding sources have not been identified.

REDEVELOPMENT OF THIRD/ALVARADO SITE

In 1996, the Redevelopment Agency conveyed to the Sweetwater Union High School District approximately **2.4 acres of property located at the northwest corner of Third Avenue and Alvarado Street** for the purpose of constructing the District's administrative offices. In the near future, the High School District anticipates the need to issue approximately \$200 Million in bonds to rebuild 30 year and older schools, which is a priority. Following that action, the District plans to investigate the reconstruction of District administrative offices on the Third Avenue and Alvarado Street site, which would consist of a 40,000 sq. ft. facility.

The District's administrative offices would provide a major customer base for Town Centre I merchants and service providers.

Staff and consultant costs to assist the Sweetwater Union High School District in developing plans are estimated to be \$50,000 over the next five years. An additional amount may be necessary to participate in public infrastructure improvements, studies, and environmental review (estimated at \$125,000).

HOW GOALS, OBJECTIVES, PROGRAMS AND EXPENDITURES WILL ELIMINATE BLIGHT

The impact that goals, objectives, programs and expenditures will have toward the alleviation of blighting influences as cited in the Redevelopment Plan is described below. The impact of programs is also summarized in Table 2.

GOALS AND OBJECTIVES

The goal and objectives, were specifically developed to alleviate conditions of physical economic blight which impede development in the Project Area.

The goal established for the Project Area (in the Redevelopment Plan) specifically calls for the revitalization of the project area and the objectives reference the use of the redevelopment process to eliminate and mitigate all aspects of blight. The objectives address blighting conditions impeding the development of properties in the Project Area include incompatible land uses, inadequate parking facilities, and the elimination of environmental deficiencies. In addition, the objectives identify the need to strengthen the mercantile posture of the Town Centre and to reorient the residents to their historic town center as well as to attract new business.

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PROGRAMS AND EXPENDITURES

The program expenditures related to the vicinity of H Street/Third Avenue will target the elimination of blight such as obsolete structures and small and limited parcels and will provide the opportunity for higher density development on a currently underutilized commercial site. Aesthetic improvements will further the comprehensive beautification effort and revitalization of the properties which will benefit the economic health of the Project Area.

The Agency's liaison with the Downtown Business Association and staff guidance will continue to promote economic improvement within the Project Area through attraction and retention of viable businesses. The Agency's support of the DBA and town management activities will assist in strengthening the mercantile posture of the Downtown and will further the establishment of the downtown as a principal center for specialty goods and services which will increase the area's economic viability and increase its potential to generate property and sales tax.

Business recruitment activities, the Façade Improvement Program and the Commercial Rehabilitation Program will provide catalysts to redevelop underdeveloped parcels and sites with obsolete and substandard structures. These programs also are anticipated to aide in increasing currently below market lease rates. Redevelopment of the Leader Building site and creation of the E Street entry way will contribute toward the economic development of the Project Area.

Expenditures planned for capital improvements and parking lot upgrades will eliminate obsolete utilities and inadequate parking facilities. These infrastructure improvements also will work toward the retention and expansion of viable land uses within the Town Centre.

Joint public and private programs will encourage the beautification of the Project Area and will create an improved business climate which will attract new business and will encourage residents to revisit their downtown.

The redevelopment of the Third Avenue/Alvarado site will implement the goal of the project by eliminating environmental deficiencies and providing the revitalization of underdeveloped property.

EXPLANATION OF HOW THE GOALS, OBJECTIVES, PROJECTS AND EXPENDITURES WILL IMPLEMENT PROJECT HOUSING REQUIREMENTS

GOALS AND OBJECTIVES

California's Community Redevelopment Law requires that not less than 20% of all tax

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increment generated by the Project shall be used for the purpose of increasing or improving the community's supply of very low, low and moderate income housing. The law requires that at least 15% of all new or rehabilitated dwelling units developed with housing assistance by entities other than the Agency or rehabilitated dwelling units developed with housing assistance by entities other than the Agency in a Redevelopment Project Area be affordable to low and moderate income households, of which 40% must be for, or occupied by, very low income households. Additionally, affordable dwelling units shall remain affordable for the longest feasible time (usually 55 years) but not less than the period of land use controls established in the Project Plan (currently 25 years, but anticipated to be amended to 40 years).

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PROJECTS AND EXPENDITURES TO BE MADE DURING THE NEXT FIVE YEARS

- + Annual housing production goals have been established Citywide. See the attached City of Chula Vista Housing Implementation Plan.

- + Estimated number of low/moderate income housing units to be destroyed in Years 1-5:

There are over 500 residential units located within the Town Centre Project Area. Approximately 25% of the housing stock includes single family detached dwellings and 75% includes multi-family, apartments and townhouses. For the most part, the single family detached dwellings are of older stock and sit on small lots. Many are currently co-mingled with commercial uses and a number have been converted into commercial structures.

- + Replacement Housing Site:

Replacement of any displaced residential units through the use of the 20% housing set-aside funds from the Project Area will be in accordance with the Citywide housing policy which is described in the City of Chula Vista Housing Implementation Plan, Section V.

- + Low/Moderate Housing Fund Expenditure Program:

The Town Centre Redevelopment Project Area sets aside 20% of the Project Area's tax increment for the Agency's Low/Moderate Income Housing fund. Estimated deposits and expenditures are included in the City of Chula Vista Housing Implementation Plan, Section V.

- + Housing Production Plan

See City of Chula Vista Housing Implementation Plan, Section V.

- + Low/Moderate Income Housing Production Results

See City of Chula Vista Housing Implementation Plan, Section V.

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TABLE 1

SUMMARY OF REDEVELOPMENT PROGRAM INFLUENCE ON BLIGHT

The following chart indicates the blighting conditions identified in the Town Centre I Redevelopment Project Area that will be affected by the proposed Redevelopment Programs.

TOWN CENTRE I REDEVELOPMENT PROGRAMS	IDENTIFIED BLIGHTING CONDITIONS					
	OBSOLETE-SUBSTANDARD STRUCTURES	INADEQUATE SUBSTANDARD PUBLIC PARKING	UNDERSIZED UTILITIES	SMALL DYSFUNCTIONAL LOT CONFIGURATION	BELOW CITYWIDE LEASE RATES	UNDERDEVELOPED COMMERCIAL DENSITY
H Street/Third Avenue	★			★	★	★
Leader Building Site Redevelopment	★			★	★	★
Business Recruitment and Marketing	★				★	★
Update Design Guidelines and Façade Program	★				★	
Commercial Rehabilitation Program	★				★	
E Street Entryway					★	★
DBA BID and Promotions					★	★
Joint Public/Private Programs	★				★	
Public Parking Facilities		★				
Capital Improvements		★	★			
South Bay Regional Center		★				★
Redevelopment of Third/Alvarado Site				★		★

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TABLE 2
PROJECT AREA PROFILE

LAND AREA:	138 acres																		
BOUNDARY:	Third Avenue is the Project Area's central north-south circulation spine. E Street bounds the project in the north and I Street is the Project's southern boundary. The east-west boundaries vary, extending to Fourth Avenue at its farthest point west and to Del Mar Avenue at its farthest point east.																		
LAND USE:	Includes High and Medium-High Density Residential : Professional and Administrative Commercial Retail and Service Commercial Public and Quasi-Public Uses																		
DATE ADOPTED:	July 6, 1976																		
DATE OF AMENDMENTS:	1 st Amendment 07/17/79 2 nd Amendment 04/22/86 3 rd Amendment 01/04/94 4 th Amendment 11/08/94 5 th Amendment 06/23/98																		
TERM LIMIT:	July 6, 2016																		
TAX INCREMENT LIMIT:	\$84 million																		
BONDED INDEBTEDNESS LIMIT:	\$20 million																		
PROJECTED TAX INCREMENT*:	<table><tr><td></td><td>TAX INCREMENT</td><td>LOW & MODERATE SET ASIDE</td></tr><tr><td>FY 1999-00</td><td>\$960,396</td><td>\$192,964</td></tr><tr><td>FY 2000-01</td><td>987,401</td><td>200,560</td></tr><tr><td>FY 2001-02</td><td>1,015,129</td><td>208,471</td></tr><tr><td>FY 2002-03</td><td>1,043,771</td><td>216,537</td></tr><tr><td>FY 2003-04</td><td>1,073,347</td><td>224,770</td></tr></table>		TAX INCREMENT	LOW & MODERATE SET ASIDE	FY 1999-00	\$960,396	\$192,964	FY 2000-01	987,401	200,560	FY 2001-02	1,015,129	208,471	FY 2002-03	1,043,771	216,537	FY 2003-04	1,073,347	224,770
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TOTAL

\$5,080,044

\$1,043,302

***Based on CITY OF CHULA VISTA REDEVELOPMENT AGENCY PROPERTY TAX 5-YEAR PROJECTIONS reported by
Finance Department 9/3/99**